

Appendix 4:

"NTL SUMMARIES"

OSB-AU/NTL CONSULT* AGENDA

*The AU/NTL - American University NTL (formerly the National Training Lab) Program graduate student consultants worked with OSB during the week of July 13th, 1998. These are notes from their consult.

- Introduction
- Feedback session
- What is outside leveraging (OL)?
- Hopes & fears (about leveraging)
- Action items (These were moved to page one for ease of reading. They were the outcome of the consult.)



ACTION ITEMS

- Better definition
- Better idea of management's goal
- Get people who do the work to make suggestions
- Emphasize the positive
- Alleviate fears
- Be more sensitive

- Information divide eliminated
- Allow conversation to occur
- Sound bytes
- Managers – review consultant info
- We think these are OSB goals for OL
- Communicate definition to everyone
- Goal of OL – (management to communicate)
- Emphasize the positive
- Dialogue is the key
- Take consultant info (data generated from system) and determine next steps
- Communicate next steps clearly

OSB DATA – COMMUNICATION

- No identifiable mechanism for sharing information systematically (inside and outside)
- No clarity about what outside leveraging means

OL DEFINITION [STAFF DEFINITIONS]

Shifting some of OSB's workload on industry

-ex: summary reporting, trend analysis

Pitfalls: potential legalities, conflict of interest

A possible definition:

“working with outside groups & organizations to provide value added services that benefit both groups”

Out side leveraging – “a buzz term”

Why? too few resources, \$

Fears – a way to get rid of employees

What might be included:

-tap into other data sources

-distribution/airing of CDRH info on healthcare networks

-internet interfacing

OL DEFINITION (MANAGER'S DEFINITION)

- Getting outsiders to do some of our work
- No money (\$) exchange (expenses only)

- Incentives
 - influencing the agency
 - influencing industry
 - influencing the output
 - way to be more effective and balance the workload

COMMON VIEWS OF OL

- Outside groups enrichment vs. workload potential problems

DIFFERENCES IN VIEWS OF OL

- Staff meetings
- Inside government/outside government
- Different problems

FEARS about OUTSIDE LEVERAGING

- conflict
- do not yet understand
- must first understand internally
- lots of possibilities
- are we attempting to satisfy public suspicions of government
- investment of training outsiders to do our jobs
- what we pay other organizations is outrageous
- approach to other government [groups] must/could be different from industry
- distressed over management vs. worker -- lies perception of this effort + more data sources
- concern about job security: threat (obvious)
- progression of outside involvement / products provided
- interest in recovering what the management groups did in yesterday's [government] session

HOPES FOR OUTSIDE LEVERAGING

- hope it works
- can enhance ability to more quickly get info where needed, i.e. save more lives
- eliminate routine/mundane work and have more time for trending, etc.
- can enhance info we get
- all levels of management (financially) support outside leveraging (including risk-taking)

- hope it makes work easier and more effective (i.e., less voluminous, higher quality work-time)
- can reduce stress created by the work
- increased ownership (both sides)
- increased / more collegial (rather than contentious) environment
- increase our recognition as a public health force